

# *Chapter 1*

## *DoD Chemical and Biological Defense Program Management and Oversight*

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### **1.1 MANAGEMENT IMPLEMENTATION EFFORTS**

The Department of Defense (DoD) implemented a process to consolidate, coordinate, and integrate the chemical and biological (CB) defense requirements of all Services into a single DoD CB defense program. Additionally, DoD continues to refine organizations and processes to ensure close and continuous coordination between the Chemical Biological Warfare Defense program and the Medical Chemical Biological Defense program.

#### **1.1.1 Management Reviews**

DoD has continued to use the Defense Acquisition Board (DAB) process to conduct oversight of the consolidated CB defense program in accordance with public law. Integrated product team working groups and overarching integrated product team meetings are conducted throughout the process to review progress concerning current actions, discuss new management issues, and develop recommendations for DAB decisions.

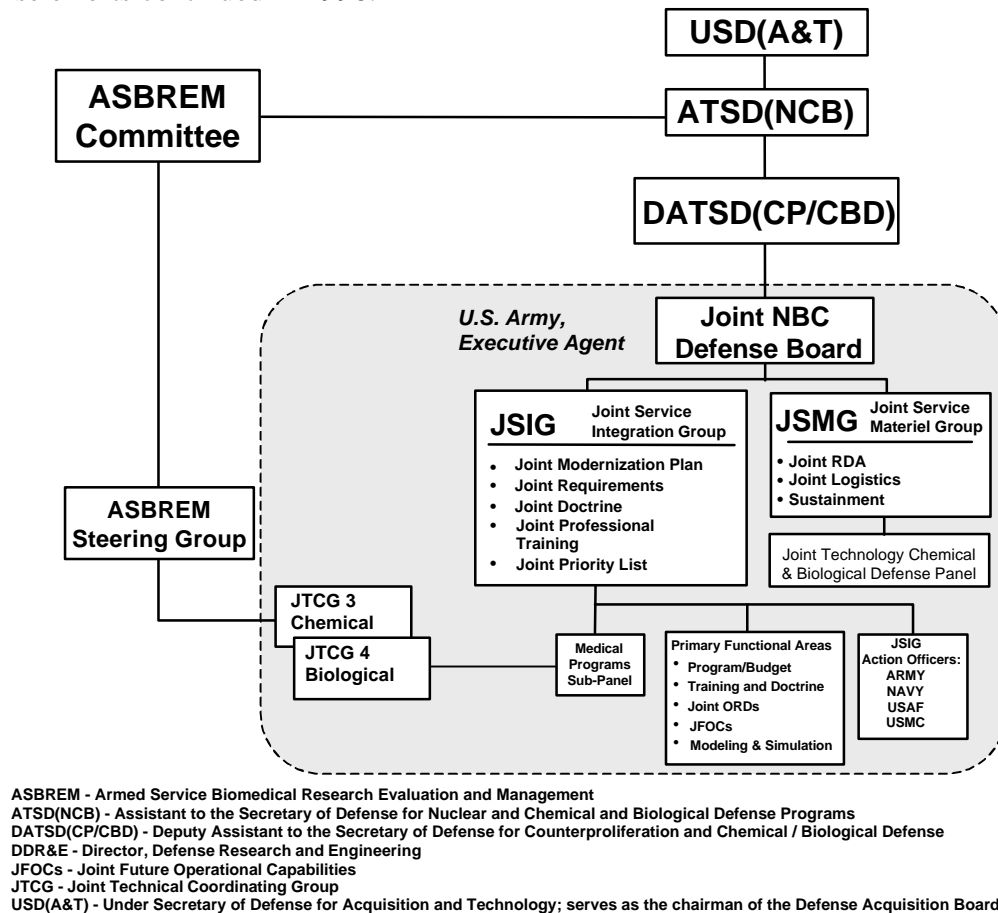
In developing the FY00–01 budget, the OSD Director for Program Analysis and Evaluation conducted a Program Review Group (PRG) assessment of DoD’s chemical and biological defense programs, with emphasis on biological defense measures. The Defense Resources Board (DRB) reviewed and approved the results of the assessments. A Program Decision Memorandum (PDM) incorporated the DRB decisions into the development of the FY00–01 budget request. The PDM added approximately \$380 million over the future years defense plan (FYDP) for research and development of medical and non-medical biological warfare defense countermeasures.

#### **1.1.2 Coordination and Integration of the Program**

Through the Joint Service Agreement on NBC Defense, the Military Services have established a viable structure that ensures that Service operational needs are fully integrated and coordinated from their inception and that duplication of effort is eliminated from NBC defense research, development, and acquisition. The series of reviews conducted by the Joint Service Integration Group and the Joint Service Materiel Group, both separately and together, have proved to be an appropriate organizational method to accomplish the coordinating and integrating function.

## 1.2 ORGANIZATIONAL RELATIONSHIPS

The overall CB Defense Program management structure, portrayed in Figure 1-1, represents how the program was coordinated and integrated at the beginning of calendar year 1998. This management and oversight structure was developed in late 1996 to provide integration of medical and non-medical CB defense efforts at the Service level. Integration of CB defense efforts continued in 1998.

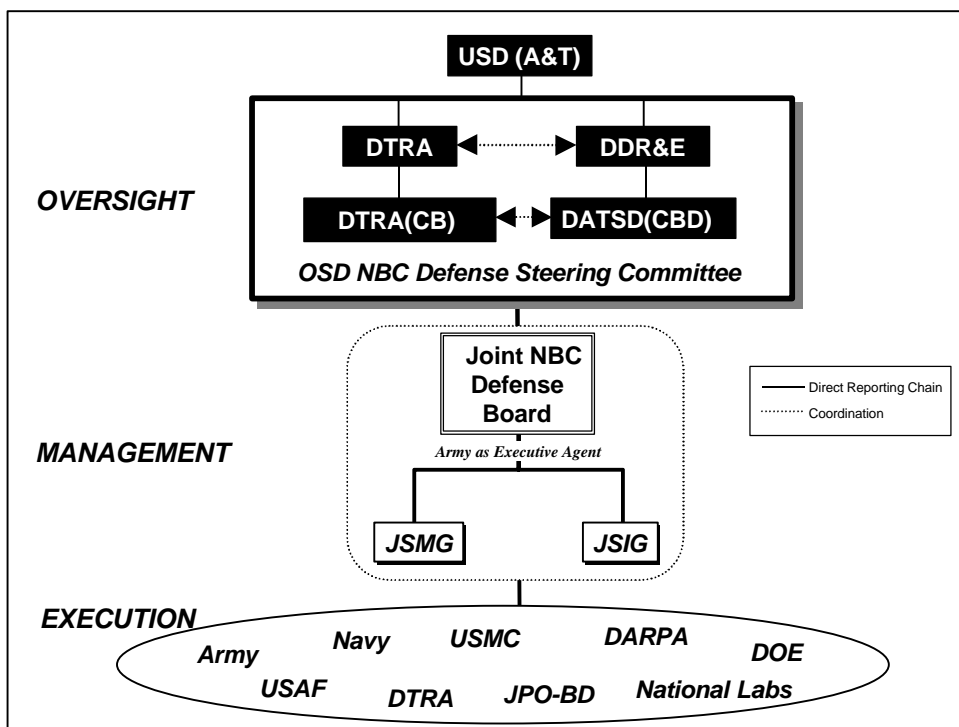


**Figure 1-1. Chemical and Biological Defense Program Management and Oversight Structure (At Beginning of Calendar Year 1998)**

Throughout FY98 the Deputy Assistant to the Secretary of Defense for Counterproliferation and Chemical/Biological Defense, DATSD(CP/CBD), as a deputy to ATSD(NCB), was responsible for the overall coordination and integration of all CB defense research, development, and acquisition (RDA) efforts. DATSD(CP/CBD) provided the overall guidance for planning, programming, budgeting, and executing the CB defense program.

DATSD(CP/CBD) remains the single office within OSD responsible for oversight of the DoD CB Defense Program. DATSD(CP/CBD) also retains approval authority for all planning, programming, and budgeting documents. DATSD(CP/CBD) is responsible for ensuring coordination between the medical programs and the non-medical CB defense efforts, and management oversight of the DoD CBDP in accordance with 50 USC 1522.

The DATSD(CP/CBD) is also the Executive Secretary of the OSD NBC Defense Steering Committee (see Figure 1-2.) The OSD NBC Defense Steering Committee provides direct oversight of the DoD Chemical and Biological Defense Program in accordance with Public Law 103-160. It provides the fiscal and programming guidance to the Joint NBC Defense Board (JNBCDB) to develop the POM. The Joint NBC Defense Board issues POM Preparation Instructions to the subordinate groups which review the validated requirements and build the POM strategy recommendations. The CB Defense Program is divided into the following commodity areas: contamination avoidance, individual protection, collective protection, decontamination, medical chemical defense, medical biological defense, and modeling & simulation. These commodity areas correspond to the projects under the budget program elements. There is also a program budget element to support program management and oversight, user testing (*i.e.*, Dugway Proving Grounds), and doctrine development in accordance with the Joint Service Agreement and in compliance with 50 USC 1522. The JSIG is the principal steering group that oversees the coordination and integration of Service and CINC requirements and priorities for RDT&E and initial procurement. The JSMG is the principal steering group that manages the execution of RDT&E materiel development efforts to ensure that program risk is mitigated across commodity areas, and the ongoing efforts are complementary but not duplicative. The OSD NBC Defense Steering Committee is composed of the following members: (1) DDR&E, (2) Director, Defense Threat Reduction Agency (DTRA), (3) Director, Chemical Biological Defense Directorate, DTRA, (DTRA(CB)), and (4) DATSD(CP/CBD), who serves as the executive secretary.



**Figure 1-2. Chemical and Biological Defense Management and Oversight Structure**

following members: (1) DDR&E, (2) Director, Defense Threat Reduction Agency (DTRA), (3) Director, Chemical Biological Defense Directorate, DTRA, (DTRA(CB)), and (4) DATSD(CP/CBD), who serves as the executive secretary.

A Medical Program Sub-Panel (MPSP) has been implemented as part of the JSIG. The first multi-Service action officer meeting for the MPSP was held on 6 January 1998 and was chaired by the Senior Clinical Consultant for the Army Medical Department Center and School (AMEDDC&S). A second meeting on 10 September 1998 finalized a draft charter for the

implementation of the MPSP. The MPSP Service Principals met for the first time on 17 December 1998 and concurred on the charter. They recommended forwarding it to the JSIG with a recommendation that it be sent to the Joint NBC Defense Board for approval. The Joint NBC Defense Board approved the charter for the implementation of the MPSP. The MPSP is chaired by the Commander, AMEDDC&S. The purpose of the MPSP is to identify medical program needs and requirements as developed by the AMEDDC&S, CINCs, Services, Joint Staff, the ASBREM Committee, and other users. The MPSP has the primary responsibility for prioritizing medical CB defense requirements. The users and Joint Technology Coordinating Group (JTCG) 3 (Medical Chemical Defense Research Program) and JTCG 4 (Medical Biological Defense Research Program) provide input of medical requirements (separate from non-medical requirements) to the MPSP. The MPSP coordinates, integrates, and prioritizes all of the user requirements input. It provides the consolidated, integrated, and prioritized list of medical CB defense requirements to the JSIG. The JSIG then submits an integrated list of medical and non-medical requirements to the JNBCDB. The JSIG provides comments but makes no changes to the list when submitting the medical requirements to the JNBCDB. The JNBCDB and the OSD NBC Defense Steering Committee may make changes to the medical or the non-medical requirements and priorities list.

The Secretary of the Army is the Executive Agent responsible to coordinate, integrate, and review all Services' CB defense requirements and programs. The Secretary has delegated this responsibility to the Assistant Secretary of the Army for Research, Development and Acquisition, ASA(RDA), who along with the Vice Chief of Staff of the Army, co-chairs the Joint NBC Defense Board. The military departments' acquisition organizations execute the individual CB defense programs according to Service and DoD directives.

### **1.3 TECHNOLOGY BASE REVIEW AND ASSESSMENT**

The DATSD(CP/CBD), the DDR&E office responsible for chemical and biological defense programs, provides technical oversight of all Service and Defense Agency chemical and biological defense science and technology base (S&T) programs and reviews these programs at least annually. DTRA(CB) performs program execution of CB tech base activities for DATSD(CP/CBD) through the Joint Technology Panel for Chemical and Biological Defense (JTPCBD). The JTPCBD coordinates all Service science and technology base activities for the JSMG. By March of each year, DTRA(CB) prepares the relevant NBC defense portions of three key documents detailing DoD S&T efforts, which are submitted to Congress separately in accordance with public law:

- the Joint Warfighting S&T Plan (JWSTP)
- the Defense Technology Area Plan (DTAP), and
- the Basic Research Plan (BRP).

### **1.4 DARPA BIOLOGICAL WARFARE DEFENSE PROGRAM MANAGEMENT**

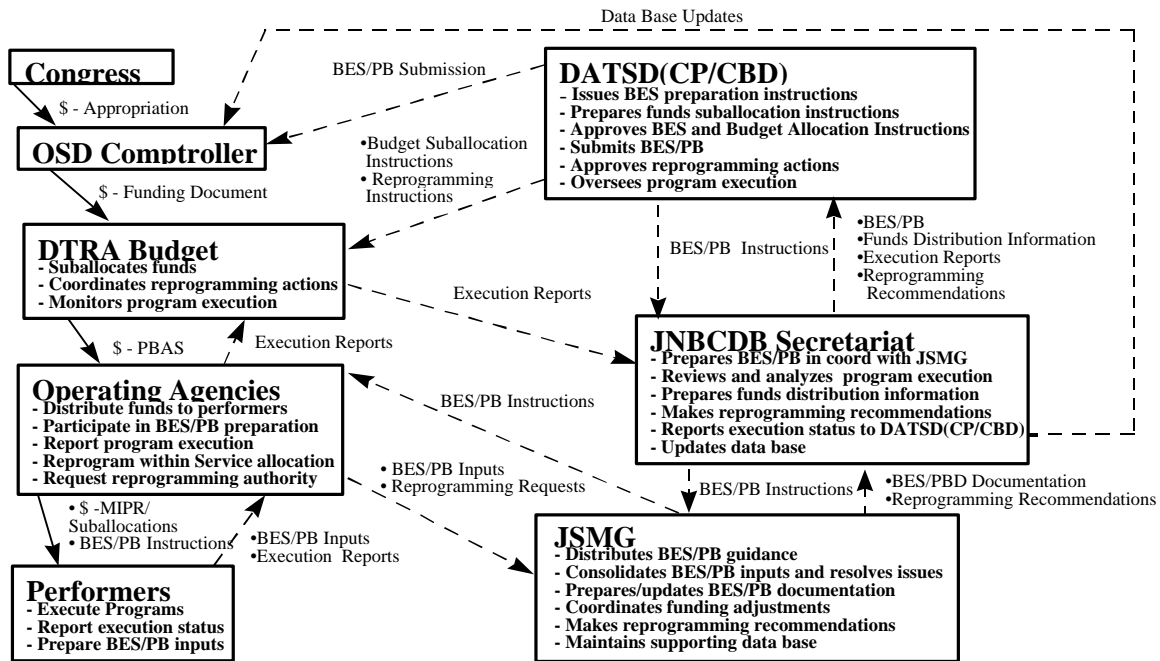
The Defense Advanced Research Projects Agency (DARPA) is charged with seeking breakthrough concepts and technologies. DARPA's Defense Sciences Office (DSO) manages

its Biological Warfare (BW) Defense Program, which is intended to complement the DoD CB Defense Program by anticipating threats and developing novel defenses against them, and pursues the development of technologies with broad applicability against classes of threats. DARPA invests primarily in the early, technology development phases of programs, with rapidly decreasing involvement in the succeeding stages that lead to system development.

The FY98 National Defense Authorization Act directed the Secretary of Defense to ensure that the DARPA biological warfare defense program is coordinated and integrated under the program management and oversight of the DoD CBDP. The DARPA BW Defense Program coordinates its efforts with DATSD(CP/CBD) through regular briefings to both DATSD(CP/CBD) and DTRA(CB). The Advanced Diagnostics portion of the DARPA BW Defense Program is closely coordinated with the U.S. Army Medical Research and Materiel Command (MRMC) and maintains representation on the recently formed Common Medical Diagnostic Systems Executive Committee. A panel of chemical/biological defense experts is routinely consulted by DARPA to evaluate programs and to ensure that National Institutes of Health (NIH) efforts are not being duplicated. The DARPA Defense Sciences Office is represented on the Joint Services Technical Panel for Chemical and Biological Defense (JSTPCBD) and maintains representation at CBD Program committee meetings, such as ASBREM sub-committee meetings. DARPA also participates in the BW Seniors Group, which provides Government coordination outside of DoD.

## **1.5 FUNDS MANAGEMENT**

Figure 1-3 describes the funds management and execution process for the CB defense program and the coordination between funding and executing organizations. The key organizations in this process are: DATSD(CP/CBD) as the OSD focal point; the JNBCDB Secretariat representing the Executive Agent; the funds manager was the Ballistic Missile Defense Organization (FY96-FY98) and is now currently the Defense Threat Reduction Agency (DTRA); the JSMG as coordinator and interface between the participating organizations; and the operating agencies and performers which execute the programs. For budget distribution, the JNBCDB Secretariat provides funds distribution information to DATSD(CP/CBD) based on the appropriated budget. The DATSD(CP/CBD) prepares funds suballocation instructions (with support provided by DTRA(CB)) and submits them to the DTRA Comptroller for distribution to the operating agencies.



### Figure 1-3. Chemical and Biological Defense Funds Management Process

The lead components or operating agencies provide notification of all funding adjustments to the JSMG Executive Office. The JSMG Executive Office, in turn notifies other components and agencies and the JNBCDB Secretariat (to update the database). For minor adjustments other than reprogramming actions, this is the only necessary action. The JSMG Executive Office forwards to the JNBCDB Secretariat the reprogramming requests with recommendations and any concerns raised by the other components and operating agencies. The JNBCDB Secretariat reviews the reprogramming actions and forwards recommendations to DTRA(CB) for DATSD(CP/CBD) approval. Once approved, DATSD(CP/CBD) authorizes the DTRA Comptroller to execute the reprogramming. During the execution year for medical programs, the Headquarters, U.S. Army Medical Research and Materiel Command staffs all actions resulting from the requirement to reallocate funds between the Services.

DATSD(CP/CBD), with the support of DTRA(CB), instructs the DTRA Comptroller to issue execution and program status reporting instructions to the operating agencies. The operating agencies report execution status to the DTRA Comptroller on a monthly basis. The DTRA Comptroller forwards all program funds execution reports to the JNBCDB Secretariat and DTRA(CB) for program and budget database update and analysis, respectively. DTRA(CB) reports execution status to DATSD(CP/CBD) on a quarterly basis. It is the DTRA(CB)'s responsibility to notify the DATSD(CP/CBD) when programs deviate from or are in danger of not meeting OSD obligation and execution goals.

The DTRA Comptroller serves as the funds manager for the CB defense program. This office issues funding documents, per DATSD(CP/CBD) direction, and performs all required

accounting functions, with the assistance of the Army staff which represents the Executive Agent. The JNBCDB Secretariat updates the OSD comptroller program and budget databases as necessary after the POM, Budget Estimate Submission (BES), and President's Budget (PB). DATSD(CP/CBD), with support provided by DTRA(CB), ensures that the JNBCDB Secretariat is kept informed of all OSD comptroller guidance, directives, and schedules.

## 1.6 NBC DEFENSE PROGRAM MANAGEMENT ASSESSMENT

**ISSUE:** Oversight and management of the DoD NBC defense program continues to mature. It is imperative that the management system produces joint NBC defense requirements and NBC defense equipment that can be used by all forces. Public Law 103-160 (50 USC 1522) has provided a key tool for ensuring a jointly focused NBC defense program. The continued support of Congress and implementation of current plans will continue to improve jointness and readiness.

**SOLUTION:** DoD has completed implementation of 50 USC 1522:

- DoD has developed an organizational structure ensuring close and continuous coordination of CB warfare defense and CB medical defense programs.
- The DoD CB Defense Program is fully integrated and coordinated and is based on validated Service requirements generated in response to defined threats. In addition, the Services now jointly prepare (i) Modernization Plans, (ii) Research, Development and Acquisition (RDA) Plans, and (iii) Joint Logistics Support Plans for NBC defense programs.
- Responsibility for the CB Defense Program is vested in a single office in OSD (DATSD(CP/CBD)) and oversight is conducted using the DAB process in coordination with the Director, Strategic & Tactical Systems.
- The overall integrity of the CB Defense Program's organizational structure has been maintained throughout implementation of the Defense Reform Initiative (DRI) and establishment of the Defense Threat Reduction Agency through establishment of the OSD NBC Defense Steering Committee.
- A key DoD action in response to the GAO report (GAO Report NSIAD-96-103, "Chemical and Biological Defense: Emphasis Remains Insufficient to Resolve Continuing Problems" March 29, 1996) was the development of an immunization program for biological warfare defense. A description of this program is provided in Chapter 3 (p. 3-16).

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